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7 July 1954

TO: Deputy Director of Central Intelligence

SUBJECT: Agency Orientation Course — Revised Policies Regarding

## 1. PROBLEM:

- a. To so schedule Agency Orientation Courses as to minimize conflict with annual vacations of participating personnel.
- b. To clarify policy regarding eligibility of certain personnel to attend Agency Orientation Courses.
- c. To provide for prompt re-orientation of personnel reassigned to Headquarters after extensive service in the Field.

## 2. FACTS BEARING ON THE PROBLEM:

- a. For the last three years the Agency Orientation Course has been conducted on a quarterly basis, first during the months of January, April, July, and October, more recently during the months of February, May, August, and November. The Office of Training consistently has experienced difficulty in obtaining lecturers for the Course during the summer vacation months of July and August and during January because of its proximity to the holiday season.
- b. The various Offices of the Agency uniformly have experienced difficulty in efficiently scheduling their personnel for attendance at Orientation Courses conducted during the months of July, August, and January.
- c. Analysis of records of attendance at Orientation Courses conducted since January 1953 indicates that 25% of personnel in attendance were in grade GS-5, 5% were in grade GS-4, and 4% were in grade GS-3.
- d. To be most effectively integrated with the balance of the Agency training program, the content and presentation of Orientation Courses must be aimed at a level of comprehension higher than that generally represented by personnel at or below grade GS-5.
- e. Personnel who serve in the Field for extended periods may return for duty at Headquarters having lost much perspective and understanding

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of the organization and functions of the intelligence community and the mission, functions and organization of CIA.

3. DISCUSSION:

- a. Rescheduling so as to avoid conflict with those periods of the year in which there is a high incidence of extended annual leave will permit the Orientation Course to be conducted with greater efficiency. It is proposed that this be accomplished by scheduling the Course for February, May, and October, a total of three (3) presentations per year rather than four (4) as now is required. Approximately [ ] Agency personnel have attended Orientation Courses since January, 1951. No change of facilities for the Course is contemplated and adoption of the revised schedule will permit attendance of approximately [ ] employees per annum. In view of the current rate of accession of new personnel, this is believed adequate to satisfy the policy objectives of the program.

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- b. The percentage of personnel at grade GS-5 and below in attendance at Orientation Courses has increased from 24% to 37% during the past year and a half. Since the number of personnel who can attend any one Course is limited, this has the effect of delaying attendance by professional personnel for whom the Course is intended. It is proposed that this be corrected by amending current policy and regulation so that attendance at the Orientation Course by personnel through grade GS-5 will no longer be required but may be permitted.
- c. The Orientation Course provides a valuable and important part of the Agency training program for professional personnel. Since it deals with current organization and functions of the intelligence community—the intelligence process in being—it is clearly desirable that many professional personnel attend the Orientation Course periodically. It is particularly important that personnel who have been on extended Field assignment attend an Orientation Course as soon as possible after reassignment to Headquarters.

4. CONCLUSIONS:

- a. The Agency Orientation Courses should be conducted three rather than four times each year and should be so scheduled as to minimize conflict with annual vacations.
- b. Personnel in grade GS-5 should no longer be required to attend the Orientation Course.
- c. Personnel in grades GS-3 through GS-5 should be permitted to attend the Orientation Course only upon express recommendation by the chief of the organizational unit to which they are assigned.
- d. Consistent with security and efficiency in each case, personnel above grades GS-5 should be required to attend an Orientation Course as soon as possible after reassignment to Headquarters following two or more years duty in the Field.

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5. RECOMMENDATIONS:

It is recommended that draft revision of CIA Regulation No. [ ]  
INDOCTRINATION AND ORIENTATION OF CIA PERSONNEL, attached as Tab A,  
be approved in order to effect the conclusions set forth above.

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YOUNG  
MATTHEW BAIRD  
Director of Training

ANNEXES:

Tab A - Draft of Revised Regulation No. [ ] INDOCTRINATION AND  
ORIENTATION OF CIA PERSONNEL.

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CONCURRENCES:

[ ]  
Deputy Director (Intelligence)

JUL 15 1954

Date

15/ [ ]  
for Deputy Director (Plans)

29 July '54  
Date

15/ [ ]  
Deputy Director (Administration)

14 July 54  
Date

15/ [ ]  
Assistant Director for Communications

12 July 54  
Date

15/ [ ]  
Assistant Director for Personnel

9 July 1954  
Date

*Provided that our memo of suggested change  
is made. - HHR*

ACTION BY APPROVING AUTHORITY:

APPROVED:

5 AUG 1954

Deputy Director of Central Intelligence

Date

*Orig returned to D/Tang.  
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**DRAFT****REGULATION**NO. **TRAINING****INDOCTRINATION AND ORIENTATION OF CIA PERSONNEL****CONTENTS**

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**1. GENERAL**

- a. The Agency Indoctrination Course covers the language of intelligence; the mission, functions, and objectives of CIA; and the internal organization, mission, and functions of the various components of CIA.
- b. The Agency Orientation Course covers important aspects of the intelligence process, the organization and functions of the Government intelligence community, and related subjects. This Course is conducted three times each year, in February, May and October.

**2. POLICY**

- a. The Agency Indoctrination Course shall be required as part of the entrance-on-duty procedure for all new personnel of the Agency entering on duty at Headquarters in Washington.
- b. The Agency Orientation Course shall be required for all Agency personnel above grade GS-5
  - (1) within two years of their entrance on duty, and,
  - (2) as soon as possible after reassignment to Headquarters following two or more years duty outside of Washington.
- c. Exceptions to the policy in 2b above shall be accomplished by mutual agreement between the office head concerned and the Director of Training. Office heads shall confirm such agreements in writing.
- d. Personnel in grades GS-3 through GS-5 may attend the Orientation Course ~~only~~ upon express recommendation by the chief of the organizational unit to which they are assigned.

**3. RESPONSIBILITIES**

- a. The Director of Training shall:
  - (1) Develop, direct, and administer the Agency Indoctrination Course and the Agency Orientation Course.

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- (2) Publish a schedule for each Agency Orientation Course, and allot quotas for attendance to the various Offices of the Agency.
- (3) Transmit official notification of attendance of Agency personnel in each of the Courses to the Assistant Director (Personnel) for inclusion in the appropriate personnel records.

b. Each Office head shall:

- (1) Ensure that personnel of his Office are made available for the Agency Orientation Course in keeping with the policies prescribed herein.
- (2) Notify the Director of Training the number of individuals, within the allotted quota, who are to attend each Agency Orientation Course.

FOR THE DIRECTOR OF CENTRAL INTELLIGENCE:

L. K. WHITE  
Deputy Director  
(Administration)

DISTRIBUTION: AB

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